

Contents

<i>Foreword</i>	XIII
 Part I	
<i>Scenario for the Future</i>	1
 <i>Chapter 1</i>	
<i>Today's Situation, Tommorrow's Prospects</i>	3
Warning Signals	3
Structural condition no. 1: reduced time resources	4
Structural condition no. 2: reduced financial resources	5
Structural condition no. 3: dramatic increase in complexity	8
The new challenges	11
Darwin rules	18
 <i>Chapter 2</i>	
<i>Organization: Design for Change</i>	23
New tasks – new structures	23
The perfect model: the network	24
Structural principle: process chains	24
Quantum leap to the third millennium	26
Wanted: motivation and identification	27
Corporate culture: five key factors	29
Survival strategy and safeguarding the future	31
 <i>Chapter 3</i>	
<i>Leadership: the Manager's New Role</i>	33
Management yesterday – management tomorrow	33
Changing the emphasis	33
Management redefined	34
A profession: manager of change	35
Profiling what's needed for the future	38

From dignitary to players' coach	40
The strategic bottleneck in management capacity	42

Part II
Designing Change: Basic Principles 45

Chapter 1
The (Psycho)Logical Basis For Failure 47

Cold start	47
All things good come from above	49
The “not invented here” syndrome	50
The wrong question	50
The solution is part of the problem	51
The human image and the organizational model	51
Outlining what’s needed and appealing for behavior to match	52
Playing it down – or the truth by installments	53
Dramatizing – or the business of fear	53
Isolated solutions	54
Juggling with names – or the “hidden agenda”	56
The credibility gap	56

Chapter 2
Key Factors for Successful Action 59

Rousing energies and building trust	59
Thinking in processes, not structures	61
Matching the business to its environment	63
Networking through communicating	64
Organizing from the outside in	65
Facilitating learning	66

Chapter 3
Phases of the Process and Their Pitfalls 69

First thoughts	69
Careful Sounding	71
Creating the basis for the project	71
Communication concept	72
Gathering data	72
Diagnosis and force-field analysis	73
Developing a design and planning action	74
Pilot projects and practical tests	74
Decision	75
Supervising implementation	75

<i>Chapter 4</i>	
<i>Leadership in Transition</i>	77
Three serious obstacles	77
An up-date on managerial roles	80
The future: more teamwork	82
Key factor: social competence	85
The problem of surplus staff and managers	88
 <i>Chapter 5</i>	
<i>Hierarchy and Power: Enemies of Change?</i>	99
Problems of traditional hierarchical organization	100
A contrast	101
Why power structures are so hard to change	102
Core elements creating power	103
Strategies for power changes	105
An age-old taboo demystified	106
 <i>Chapter 6</i>	
<i>Charter for Managing Change</i>	109
Primacy of transfer	109
Target-based management	111
No intervention without diagnosis	112
Wholistic thinking and acting	113
Involvement of those affected	114
Support for self-help	115
Managing the process	117
Active communication	119
Careful selection of key players	120
 Part III	
A look into the Tool Box	125
 <i>Chapter 1</i>	
<i>Tools and Procedures of Corporate Development</i>	127
Many roads lead to Rome: an overview	127
The individual as the target of interventions	127
Aiming at the group level	132
Keeping the whole company in view	136
The importance of outside views	138
Beyond individual tools	139

<i>Chapter 2</i>	
<i>Organizational Diagnosis</i>	143
The bird's-eye view and the worm's-eye view	143
Full survey or representative cross-section?	144
Contents of the survey	145
How should questions be put?	146
External institute or do-it-yourself?	149
An interview guide	153
What to do with the data?	156
Organizational diagnosis as a management tool	157
 <i>Chapter 3</i>	
<i>Management by Agreed Targets</i>	159
Meaning and purpose of targets	159
Things that should not be confused with "targets"	160
What sort of management targets can be set?	161
Dictating targets and agreeing targets	162
Individual targets and team targets	163
The main principles	164
The process of agreeing targets	168
Keeping written records	169
"All theory, my friend, is gray"	169
Reducing agreed targets to the absurd	171
Is agreeing targets out of date?	173
 <i>Chapter 4</i>	
<i>Facilitating processes</i>	175
The facilitator's role	176
The essentials: what really matters	176
The facilitator's specific tasks	177
Practical tips for using a facilitator	186
Plenum and group work	189
 <i>Chapter 5</i>	
<i>Personal Feedback</i>	191
Collective maladjustment	191
The meaning of feedback	191
Specific questions and answers	192
The most important feedback rule: describe, don't evaluate	203

<i>Chapter 6</i>	
<i>Process-Oriented Project Management</i>	207
A checklist	208
Questions to clear up ahead of time	208
Decision-making structures	216
<i>Chapter 7</i>	
<i>Dealing with Resistance</i>	219
Why does resistance arise?	219
Resistance as a coded message	220
How to recognize resistance	220
Dealing with resistance constructively	222
It's the problem solver who is the problem	226
<i>Chapter 8</i>	
<i>Handling Communication</i>	229
Communication and change	229
What is really missing: understanding	230
Formal communication in a company	230
Communication between outside and inside	231
Network of regular management meetings	232
Additional tools	238
Informal communication	244
Laws of communication	247
<i>Chapter 9</i>	
<i>The Art of Designing Workshops</i>	253
What is a “workshop”?	253
Typical reasons for holding workshops	253
The starting-point comes before the beginning	255
Design and planning	257
Implementation	265
<i>Chapter 10</i>	
<i>Conflict Management</i>	279
Conflicts are normal	279
The dynamics of conflict development	280
Prerequisites for conflict resolution	282
Phases of conflict resolution	284
Resolving a conflict between two groups	286
Wanted: the capacity for conflict	291

<i>Chapter 11</i>	
<i>Changing a Company's Culture</i>	295
Culture as a guidance system	295
Forms of expression	296
Influential factors	297
Actual and target values	300
The road of change	301
 <i>Chapter 12</i>	
<i>Performance Improvement</i>	309
Reducing costs and assessing potential benefits	309
Seven deadly sins	309
A constructive approach	314
Ways of improving results	317
 <i>Chapter 13</i>	
<i>Coaching</i>	323
Old wine in new skins?	323
Questions and answers	324
Conceptual and methodological basis for team coaching	326
 <i>Chapter 14</i>	
<i>Criteria for Successful Management</i>	335
A self-assessment inventory	335
 <i>Chapter 15</i>	
<i>Qualifications for Managing Change</i>	341
A self-assessment inventory	341
 <i>Outlook and Prospects</i>	344
Renaissance of authoritarianism	345
A new solidarity instead of "winners making the rules"	346
Speed and consistency in implementation	348
 <i>Acknowledgments</i>	348